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# ANNUAL REPORT

## DEPARTMENT OF TOURISM AND SMALL BUSINESS

YEAR ENDED MARCH 31, 1983

Alberta
TOURISM AND
SMALL BUSINESS

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Alberta

TOURISM AND
SMALL BUSINESS

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Produced by the Communications Branch, Alberta Tourism and Small Business,
10065 Jasper Avenue, Edmonton, Alberta T5J 0H4.

Alberta

TOURISM AND SMALL BUSINESS

403/427-3182

Office of
the Minister

104 Legislative Building
Edmonton, Alberta, Canada
T5K 2B6

March 31, 1984

The Honourable Speaker of
the Legislature
Province of Alberta
325 Legislature Building
Edmonton, Alberta
T5K 2B7

Dear Mr. Speaker:

I have the honour to submit the Annual Report for the Department of Tourism and Small Business for the year ended March 31, 1983.

Respectfully submitted,

J. Allen "Boomer" Adair
Minister

Alberta

TOURISM AND SMALL BUSINESS

403/427-4368
Telex 037-3651
16th Floor, Capitol Square
10065 - Jasper Avenue
Edmonton, Alberta, Canada
T5J 0H4

Office of
the Deputy Minister

March 31, 1984

The Honourable J. Allen "Boomer" Adair
Minister of Tourism and Small Business
104 Legislature Building
Edmonton, Alberta
T5K 2B7

Dear Sir:

I have the honour to submit a report covering activities of the Department of Tourism and Small Business for the fiscal year ended March 31, 1983, as required under Section 35.1 of the Legislative Assembly Act.

Respectfully submitted,

A.G. McDonald
Deputy Minister

## OBJECTIVES OF THE DEPARTMENT

The Department of Tourism and Small Business was established under the Department of Tourism and Small Business Act of July 4, 1979. This department has three major objectives:

- To plan, promote and develop the travel industry in Alberta
- To provide management assistance to small business throughout the province and to assist in community economic development and business site location
- To support the Northern Alberta Development Council and to promote the socio-economic development of northern Alberta

To meet these objectives, Tourism and Small Business operates three main program areas: Tourism Division, Small Business Division and Northern Development Branch. An Administrative Division is also in place to provide departmental support services.

The philosophy of the department is to act as a catalyst to stimulate economic diversification and growth in the private sector. In the case of Northern Development, there is social as well as economic motivation. In addition, the department, through its minister, speaks in the legislature of the province of Alberta on behalf of the tourism industry, small business, and northern development.

## EXECUTIVES OF THE DEPARTMENT

March 31, 1983

| | |
|---|---|
| Deputy Minister | A.G. (Al) McDonald |
| **Tourism Division** | |
| Assistant Deputy Minister | Donald A. Hayes |
| Executive Director, Development | William Warren |
| Executive Director, Marketing | James L. Engel |
| Director, Business Travel | Edward B. Sample |
| Director, Leisure Travel | Kenneth C. Sears |
| Director, Marketing Services | Barry M. Salter |
| Director, Planning and Facility Development | Bruce Wilson |
| Director, Industry Improvement | (Vacant) |
| **Small Business Division** | |
| Assistant Deputy Minister | Ronald H. Blake |
| Director, Research and Analysis | Neil Wilson |
| Executive Director, Small Business Assistance | Phillip Shragge |
| Director, Southern Region | Michael F. Meraw |
| Director, Northern Region | Norman D. Greenwood |
| Executive Director, Regional Business Development | Ronald J. Cooksley |
| Director, Northern Region | Deane R. Toews |
| Director, Southern Region | Edward Treller |
| Director, Business Locations and Rural Business Projects | Tren Cole |
| Executive Director, Small Business and Farm Interest Shielding | John F.T. Scott |
| **Northern Development Branch** | |
| Executive Director | R. Murray Finnerty |
| Director, Research and Analysis | Gerald G. Archibald |
| Director, Program Co-ordination | John I. Shannon |
| Director, Council Administration | Geoff E. Milligan |
| **Administration Division** | |
| Director, Administration | Peter C. Crerar |
| Director, Communications | Murray N. Page |

# TOURISM DIVISION

## TOURISM DIVISION

Despite the downturn in the economy, 1982/83 was stable for tourism in Alberta. U.S. travel continued the recovery begun in 1980, Canadian travel fell — but only by about 3% — and resident travel remained constant.

Travel Alberta continued to promote leisure and business travel to Alberta, within Canada, in the United States, in the United Kingdom and in Europe.

### MARKETING BRANCH

The **Leisure Travel Section** of the **Marketing Branch** undertook to maintain established programs, expand shoulder season and winter occupancy ratios, and increase business volume in specific product lines: sightseeing, skiing, trail riding, guest ranches, fly-in fishing and country vacations. Preliminary statistics for 1982/83 indicate an overall increase of five per cent in tourism revenue, from $1.35 billion to $1.42 billion. Most recent estimates show that 62% of total travel industry receipts were generated by Albertans. Out-of-province Canadians accounted for 24%; U.S. visitors nine per cent; and travellers from overseas five per cent.

*The Travel Trade Manual*, originally published in 1981, was reprinted in 1982/83.

Representing 245 operators, the manual provides travel agents in various market areas with an up-to-date inventory of tour packages available to Alberta.

Travel trade conferences attended in 1982/83 were Rendez-Vous Canada and the annual meetings of the National Tour Brokers' Association and the American Bus Association.

**Leisure Travel** continued to support major consumer shows in Toronto, Minneapolis, Los Angeles and San Francisco with excellent results.

*Wish You Were Here* remained the theme for all advertising campaigns and promotional literature.

In London, England, Alberta House emphasized Alberta's attractions to priority markets in Britain, the Netherlands and Germany. The section participated in two travel trade shows abroad: the International Tourism Exchange, in Berlin, and the World Travel Mart, held in London.

Professional staff from Travel Alberta with partners in "Canada West" undertook a promotional mission to the Orient in 1982 to support the inauguration of air service by Cathay Pacific Airlines from Hong Kong to Vancouver. The mission fostered business contacts and increased awareness of Alberta and Canada West among travel industries in Japan and Hong Kong.

The **Business Travel Section** is responsible for ongoing development of tourism's "business" aspect. This involves strategy to encourage business groups to select Alberta for all types of meetings, from sales services to international congresses. Incentive (reward) travel and special interest and industrial tours are also encouraged.

A major awareness campaign was undertaken in the fall of 1982 to encourage Alberta members of regional, national, North American and international organizations to invite their groups to meet in the province. Promoted through a special 40-page section in *Alberta Report*, the campaign received excellent advertising support from private sector partners. Significant results have been realized.

In addition to aggressive advertising and promotion to key target markets in Canada, the U.S.A. and Europe, a unique direct mail campaign was directed at important medical and insurance markets.

Comparison of results between this and traditional ad campaigns has shown a high potential yield by prospects.

A special Alberta supplement was run in *Meetings and Conventions* magazine (a major U.S. publication) and drew the highest response ever experienced by the magazine resulting in immediate bookings.

On-site venue inspections to major conference properties and attractions were substantially increased. Three influential groups of decision-makers from the Washington/Chicago/New York and Dallas areas, plus a group of incentive travel buyers from the United Kingdom, were important participants. Firm bookings have resulted.

Special promotions were undertaken under the "Canadian Umbrella" in Washington, New York, Chicago, Dallas, Cleveland, Pittsburg and London, England while other promotions were carried out in Chicago.

The division continued to support private sector initiatives by Edmonton and Calgary to eastern Canadian markets.

The division's *12 Point Program of Assistance to the Meeting Planner* resulted in 481 counselling sessions leading to a variety of levels of assistance — from the provision of travel, to placing bids, to extensive mailing programs designed to stimulate attendance.

The **Marketing Services Section** offers travel and vacation counselling and information services, and provides storage, distribution and mail-handling for tourism information material. It also maintains reference material, publications and a data source. During the 1982 fiscal year this section produced and distributed about three million pieces of literature promoting travel in Alberta.

Within the **Marketing Services Section,** the **Enquiry Services Office,** through its permanent and seasonal counsellors, responded to more than 100,000 mail, telephone and visitor enquiries.

In co-operation with more than 40 radio stations, counsellors provided on-air seasonal information on campgrounds, ski conditions, winter snow reports, and events and attractions throughout Alberta.

Nineteen **Travel Information Centres** employed four permanent and 69 seasonal staff, servicing approximately a half million visitors.

**Distribution Services** disseminated 1,200,000 road maps; 550,000 Accommodation Guides; 270,000 Auto Travel Guides; 150,000 Events Guides; 175,000 Discovery Guides; 200,000 Jasper ski brochures; 42,000 Adventure Guides and 175,000 Travelling Alberta brochures.

## DEVELOPMENT BRANCH

The **Development Branch's** overall objective is to provide a planning and analytical framework for tourism development in Alberta. The branch is divided into two program areas: **Planning and Facility Development,** and **Industry Improvement.**

**The Planning Unit** of the **Planning and Facility Development Section** continued follow-up work in five potential tourism destination areas: Grande Cache, Cold Lake/ Grand Centre/Bonnyville, Southeast Alberta, Southwest Alberta, and West Central Alberta. A number of new feasibility studies and pilot projects were completed. A Tourism Development Concept Discussion Paper for Southeast Alberta and *Alberta Exploration Guide - Badlands and Bones - A Drive Through Time* were also released.

The **Facility Unit** of the **Planning and Facility Development Section** covers three facets of development: product development, facility development and special projects.

**Product Development** activities included the development counselling of more than 90 prospective operators and product testing of 15 products to ensure a high standard.

**Facility Development** involves the identification of new tourist facility opportunities and the provision of development counselling to individuals planning new attractions or facilities. An aerial photography and surveying project was initiated for the Westcastle Ski Area and a concept plan was developed for the Hardisty International Flag Project.

**Special Projects** work for the 1982 fiscal year centred on Kananaskis Country development. The facility unit prepared and conducted proposal calls for the development of an alpine village resort complex at Ribbon Creek and a service centre at Fortress Junction. The unit also co-ordinated the review of proposals for alpine ski area development, and completed planning and development of the Gooseberry Travel Information Centre, which will be ready in the summer of 1983. Input was provided to development projects with tourism elements being conducted by other provincial departments.

Within the **Industry Improvement Section** are three program areas: Industry Liaison, Accommodation Inspections and Service Industry Training.

**Industry Liaison** ensures that effective operating relations exist between Travel Alberta and various industry sectors. A total of 201 consumer concerns were responded to and the tourism element of the Summer Temporary Employment Program and the Senior Citizens' Tourist Employment Program were administered. The latter program was a first-time project and operated with a $50,000 budget.

In the **Accommodation Inspections** program area, close to 900 facilities were inspected during the fiscal year resulting in approved listing in the Travel Accommodation Guide of some 725 hotels and motels, 120 campgrounds and 35 vacation farm/ranches and fishing lodges.

Through customer relations seminars, train-the-trainer seminars, travel counsellor training, career awareness programs, and the administration of the Hospitality Resource Centre, the **Service Industry Training** area provides assistance to the industry in improving quality of service.

## TRAVEL RESEARCH AND ANALYSIS

The **Research and Analysis Section** continued to provide analyses, forecasting, and research input to marketing, development, and policy-making functions. This included statistical information and report development for both the tourism industry and the division's two branches.

Major projects during the fiscal year included the 1982 Alberta Travel Survey, Tourism Operator Surveys, Travel Alberta Enquiry System, Alberta Visitor Attitude and Motivation Study, and Advertisement Readership Reports. The 1982 Alberta Travel Survey is conducted every five years to generate a current data base on tourism trends. A computerized Travel Alberta Enquiry System was developed to provide improved access to information for tourism counselling. The research and analysis section made presentations to the private sector to highlight the results of the Canada and U.S. product studies completed in the previous fiscal year.

# SMALL BUSINESS DIVISION

## SMALL BUSINESS DIVISION

The **Small Business Division** continued its supportive role within both the regional communities of Alberta and businesses therein. The turnaround in the nation's economy, and its impact on Alberta introduced growing pressures on small businesses and communities alike. The division has two branches: **Small Business Assistance Branch** and **Regional Business Development Branch.** It also encompasses the **Research and Analysis Section** and the **Alberta Heritage Fund Small Business and Farm Interest Shielding Program.** Division staff placed stronger emphases on existing businesses and retrenchment in order to cope with inflation, high interest rates and uncertainty.

Division programs were maintained in concert with increased demands for assistance and information.

### SMALL BUSINESS ASSISTANCE BRANCH

Demand for business analysts' services was higher than in the past year, with requests for counselling and servicing from 7600 businesses. In-depth financial analyses totalled 243, while some 320 written reports were completed.

The series of small business guides continued to be in demand with approximately 108,800 of them distributed in response to specific requests. This is an increase of 50% despite there being no new publications. *Small Business Quarterly* was issued four times during the year. Response to this publication continues to be positive and there were many requests for additional copies and/or to be placed on the mailing list.

The **Small Business Assistance Branch** has been actively involved with other government and business groups, educational institutions, trade fairs.

It has run 25 Management Assistance Programs (MAPs) for 600 participants in 31 separate communities. As well, four one-day workshops were run in three locations: Fort McMurray, Westlock and Edmonton. Two hundred and forty-seven businesses participated.

There were 188 entrepreneurial immigration requests processed compared with 114 in the previous year.

The branch substantially increased its electronic data processing component to assist analysts to better carry out their functions.

### RESEARCH AND ANALYSIS SECTION

This section dealt with a pronounced increased demand for statistical information and report development both from the small business community and from the division. There are now 200 "Kind of Business" files maintained. A total of 160 files have been placed on microfiche and regional offices now have access to these.

A successful Small Business Research Conference took place in April of 1982 with full provincial and federal representation. A request arose from this conference for "Kind of Business" data for other provinces to study, since the "Kind of Business" files are unique to Alberta.

### REGIONAL BUSINESS DEVELOPMENT BRANCH

The status of the 1982/83 economy required the **Regional Business Development Branch** staff to increase its level of service. A new regional office was opened in Fort McMurray to help accomplish this.

Branch staff updated and distributed 183 community profiles. A total of 2,337 contacts with the private, industry and government sectors was made. Of these, 281 specific contacts regarding industrial locations were concluded. Regional staff conducted 88 formal and informal business meetings with chambers of commerce and assisted at Small Business Week. New business opportunities for communities were investigated and 45 were identified.

Administration of several grant programs was successfully completed; national and provincial trade shows were attended. Included was the identification and recording of 207 industrial parks as potential locations for business and industry. The **Regional Business Development Branch** participated in the development of MAPs in 19 communities. This included initiation, delivery and wind-up of the programs.

To provide contact and to offer guidance and assistance in furthering community economic development needs, community business development training programs were presented in seven municipalities and economic development committees were attended in 47 communities. Advice and assistance to the seven small rural business projects, funded through the branch, was provided. Liaison with native groups was maintained and services offered to provide assistance and guidance. This assistance included workshops, speakers, and individual contacts.

## THE ALBERTA HERITAGE FUND SMALL BUSINESS AND FARM INTEREST SHIELDING PROGRAM

The **Alberta Heritage Fund Small Business and Farm Interest Shielding Program** was announced by the premier September 7, 1982, and implemented in October of 1982. This two-year program is designed to provide a predictable maximum interest rate of 14.5% on loans of small businesses and farmers. It assisted some 38,920 applicants in the fiscal year ending March 31, 1983 and dispersed $52,045,520.

The program has enjoyed the co-operation of the financial community, which has contributed to its success.

The **Small Business Division** contributed to the development of this program and assumed responsibility for its operation. A separate temporary branch was established for the duration of the program. This branch employs 121 people in five centres throughout Alberta.

# NORTHERN DEVELOPMENT BRANCH

## NORTHERN DEVELOPMENT BRANCH

During this fiscal year this branch continued to provide administrative and technical support to the **Northern Alberta Development Council (NADC).** The council, consisting of 10 northern citizens, was created to increase public participation in the planning and design of delivery systems for government in northern Alberta. The **Northern Development Branch** is responsible for all arrangements for NADC meetings, follow-through on briefs, preparation of background papers and implementation of council motions. During the year, the council held 12 meetings in various locations in northern Alberta and sponsored two major workshops. There were 184 briefs submitted to the council.

The branch also assisted in a number of ongoing activities such as the **Northern Alberta Development Council Student Bursary Program,** and worked closely with the council to advance a framework of goals directed toward opportunities and problems of northern Alberta.

Also this fiscal year, the branch supported the **Northern Alberta Development Council** in organizing two public workshops. The first, involving a review of **Adult Education and Training in Northern Alberta (AETNA),** was held in Athabasca with participation from about 100 representatives of northern communities, educational institutions, industry and government. The second workshop, **Alcoholism: Strategies for Northern Alberta,** assembled a large number of community delegates to share expertise on addictions service delivery and plans for the future.

The branch was heavily involved in preparing for various council meetings with the premier, the ministers of Recreation and Parks; Workers' Health, Safety and Compensation; Agriculture; Manpower; Advanced Education; and Utilities and Telecommunications. Other major council-related activities involved discussions with the **Environment Council of Alberta** regarding agricultural land development, a review meeting concerning northern education issues, and an update meeting with northern MLAs. The council also released a community impact assessment handbook.

The branch completed the final year of the **1978-83 Alberta North Subsidiary Agreement.** This $55 million agreement between Alberta and the federal government (Regional Economic Expansion) was designed to encourage the development, within provincial line departments, of programs beneficial to northern Alberta. The **Northern Development Branch** acted as provincial co-ordinator for implementation of the cost-shared projects under the agreement. Staff was involved in administrative and technical details of provincial proposals for implementing projects worth more than $10 million.

A major role of the **Northern Development Branch** is to review and plan various northern Alberta socio-economic improvements. Basic research continued and position papers were prepared in support of the branch's monitoring role in the north.

Work continued on a number of community-based studies and "needs" surveys on goals and priorities of the **Northern Alberta Development Council.** These involved economic development, communities and education development, and improvement of government services.

Northern economic development continued to receive priority, particularly in the area of renewable resources and opportunity identification. Resource development and community impact assessments occupied a substantial amount of staff time during the fiscal year. In addition, a number of review and information-dissemination activities were completed.

The branch continued to assist various line departments and agencies to achieve as many opportunities for socio-economic development in northern Alberta as possible. Extensive interdepartmental committee work and field monitoring of provincial program delivery was maintained, particularly in the areas of economic opportunities, social programs, and infrastructure improvements. Interdepartmental liaison continued with specific follow-up to briefs presented to the **Northern Alberta Development Council.** The branch was involved in the interprovincial planning committee for the annual meeting of ministers with responsibility for northern development.

# ADMINISTRATION DIVISION

## ADMINISTRATION DIVISION

The **Administration Division** continued to provide support services to the department through its six branches: **Financial Services, Personnel Services, Systems and Computing Services, Communications, Office Support Services** and the **Library.**

### FINANCIAL SERVICES BRANCH

The **Financial Services Branch** is responsible for the department's fiscal activities, including co-ordinating budget preparation; monitoring and forecasting expenditures; providing information and guidance to management in the use of financial resources; and processing program-related expenses and invoices.

With the implementation of the Alberta Heritage Fund Small Business and Farm Interest Shielding Program, the **Financial Services Branch** devoted effort to establishing a financial control system for grant payments issued under this program.

The government program to improve turnaround time for payment of invoices has been successful in that the department has reduced its average invoice processing time by eight days over fiscal year 1981-82.

### PERSONNEL SERVICES BRANCH

The **Personnel Services Branch** provides personnel administration services in the areas of staffing, classification, salaries and benefits, employee relations, development, occupational health and safety, and other employee-related programs.

The branch provided organizational analyses, classification, recruitment, supervisory training and related personnel services for 121 positions in the Alberta Heritage Fund Small Business and Farm Interest Shielding Program. Guidelines to govern recruitment of staff for travel information centres were adopted, and support staff who deal with the public were offered seminars in effective public relations.

### SYSTEMS AND COMPUTING SERVICES BRANCH

**Systems and Computing Services,** a newly-established branch indicates the department's direction toward efficient electronic data processing.

**Systems and Computing Services** provides support in the areas of computer systems development, operation and maintenance; word processing; records management; and electronic communication. The branch is responsible for electronic data program planning, selection of equipment, and consultants.

Significant activities for the year included continued development of the Travel Alberta enquiry system, acquisition of micro-computers and the evaluation of word processing operations. These will enable the department to take full advantage of modern technology.

## COMMUNICATIONS BRANCH

The **Communications Branch** represents the Public Affairs Bureau in the department. The branch provides a wide range of services to the department, the **Alberta Opportunity Company,** and the **Northern Alberta Development Council.** These services include annual public relations planning, consultation, on-going media relations, news releases, press coverage, media interviews and requests, advertising campaigns, audio-visual materials, displays, staff newsletters and all department publications.

## OFFICE SUPPORT SERVICES BRANCH

The **Office Support Services Branch** provides support functions such as duplication, courier, telecommunications, furnishings, equipment, purchasing, and supplies. **Office Support Services** is in liaison with Alberta Public Works Supply and Services to provide these services.

## LIBRARY BRANCH

The **Library** acts as an information resource base, providing program support for the department. Its major services include library collection development, arrangement of inter-library loans, and provision of information services.

# APPENDIX

# TOURISM AND SMALL BUSINESS
## STATEMENT OF EXPENDITURE
(Unaudited)

| | 1982-83 Budget Estimates | 1982-83 Special Warrants and Transfers | 1982-83 Total Authorized | Expenditures For the Year Ended March 31/83 | Mar 31/82 |
|---|---|---|---|---|---|
| Vote 1 | | | | | |
| **DEPARTMENTAL SUPPORT SERVICES** | | | | | |
| Minister's Office | 175,970 | | | 166,980 | 162,290 |
| Deputy Minister's Office | 191,850 | | | 191,460 | 194,970 |
| Department Administration | 120,460 | | | 142,290 | 80,430 |
| Financial Services | 203,130 | | | 202,630 | 215,010 |
| Personnel and Staff Development | 138,140 | | | 133,710 | 118,080 |
| Library | 79,980 | | | 83,280 | 70,010 |
| Communications | 77,060 | | | 87,510 | 44,880 |
| Office Support | 117,810 | | | 127,200 | 108,880 |
| **TOTAL** | **1,104,400** | **65,160** | **1,169,560** | **1,135,060** | **994,550** |
| Vote 2 | | | | | |
| **DEVELOPMENT OF TOURISM AND SMALL BUSINESS** | | | | | |
| **Small Business** | | | | | |
| Administrative Support | 298,840 | | | 332,640 | 103,420 |
| Small Business Assistance | 1,635,780 | | | 1,578,310 | 1,568,360 |
| Regional Development | 1,854,680 | | | 1,613,600 | 1,540,980 |
| **Tourism** | | | | | |
| Administrative Support | 1,024,110 | | | 1,211,040 | 432,590 |
| Planning and Development | 1,999,630 | | | 1,786,530 | 1,874,950 |
| Marketing | 6,023,490 | | | 6,124,180 | 5,260,560 |
| **Northern Development** | | | | | |
| Northern Development Branch | 1,227,660 | | | 1,300,900 | 1,234,510 |
| **TOTAL** | **14,064,190** | **469,930** | **14,534,120** | **13,947,200** | **12,015,370** |
| Vote 3 | | | | | |
| **FINANCIAL ASSISTANCE TO ALBERTA BUSINESS VIA ALBERTA OPPORTUNITY COMPANY** | | | | | |
| Grant in Lieu of Interest | 4,950,000 | | | 4,950,000 | 4,950,000 |
| **TOTAL** | **4,950,000** | **0** | **4,950,000** | **4,950,000** | **4,950,000** |
| Vote 4 | | | | | |
| **ALBERTA HERITAGE FUND SMALL BUSINESS AND FARM INTEREST SHIELDING PROGRAM** | | | | | |
| Administrative Support | 0 | 3,228,030 | | 2,674,850 | 0 |
| Interest Shielding Grants | 0 | 85,370,000 | | 52,045,520 | 0 |
| **TOTAL** | **0** | **88,598,030** | **88,598,030** | **54,720,370** | **0** |
| **TOTAL DEPARTMENT** | **20,118,590** | **89,133,120** | **109,251,710** | **74,752,630** | **17,959,920** |

POOR

QUALITY

ORIGINAL